

Training Continua for Specific Series and Job Functions

This section of the Continuum is organized around the following occupational families:

Acquisition and Assistance
Administrative Management
Consular
Engineering, Architecture and Design
Financial Management
Foreign Affairs
Human Resource Management
Information Technology
Logistics
Office Support Professional
Public Affairs
Security

Even if your occupational family or series is not specifically addressed, you may find it helpful to look at the sections that include specific functions similar or related to the work that you do to design your own training continuum.

If you are considering a change from your current career field into one of the occupational families specifically addressed in this publication, this section can be a resource to determine the training and development you may need to bridge into your new career field. (See also *Exploring Career Choices* later in this publication)

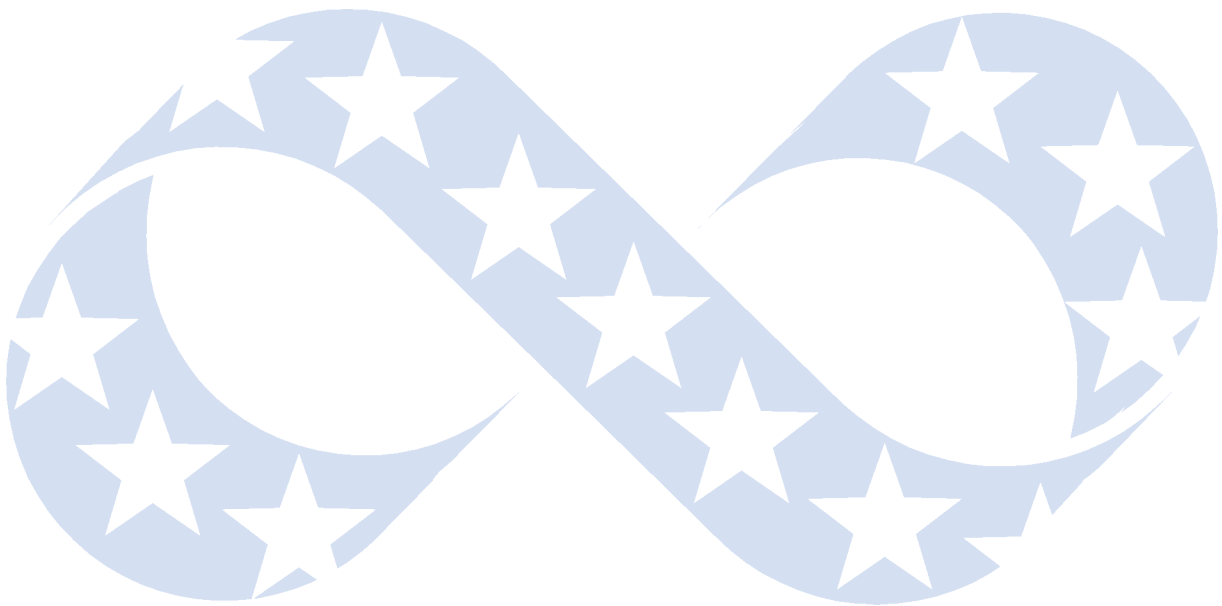
In this section, you will also see summary charts showing the Continuum and professional development recommendations for each of the Civil Service occupational families listed previously. Each training continuum provides recommended and suggested FSI training courses, including technical, communication/interpersonal, leadership and management and information technology courses. In addition, most include recommended rotational assignments and suggested developmental activities to ensure on-the-job application of knowledge and skills acquired through classroom training.

The *Training Continuum* is divided into Basic, Mid and Senior levels to reflect courses, rotational assignments and developmental activities usually completed at those levels. As noted in the *Introduction*, we have intentionally excluded grade ranges for these levels on the training continuum charts to emphasize the importance of seeking training and development that is geared to your specific developmental needs rather than your current grade level.

However, here is some guidance on the grade ranges that generally reflect these three skill levels. The basic level generally encompasses up to GS-09. Mid-level usually refers to GS-09 through GS-13, while the senior level generally refers to GS-14 and above. **This varies, however, among occupational families, such as Office Support Professional, and should not be considered as absolute.**

In selecting training courses and developmental activities, you and your supervisor should consider your educational background, previous training and experience, job requirements, and career aspirations, as well as course prerequisites.

The Career Development Resource Center (CDRC) is an excellent source for both career advice and information. The CDRC can advise you on a variety of career development issues, including preparing an IDP. Consulting with the CDRC and using the training continuum for your occupational family can be of significant assistance to you in career planning.



Acquisition and Assistance

Series

GS-1102 – Contract Specialist

GS-1102 – Cost and Price Analyst

GS-1101/1102 – Grants Specialist

GS-1101 – General Services Officer

Contract Specialists, and Cost and Price Analysts manage, supervise, perform, or develop policies and procedures for professional work involving the process of acquiring goods and services for the Government from commercial and noncommercial sources when and where they are needed, at the most reasonable price, in accordance with applicable laws and regulations. The work requires knowledge of the legislation, regulations, and methods used in contracting as well as knowledge of business and industry practices, sources of supply, cost factors, and requirements characteristics.

DoS Contract Specialists and Cost and Price Analysts are involved in:

- Soliciting, evaluating, negotiating, and awarding contracts with commercial organizations, educational institutions, nonprofit organizations, and State, local or foreign governments for furnishing products, services, or construction, to the Department
- Analyzing and evaluating cost and price proposals and accounting systems data
- Administering contracts by assuring compliance with the terms and conditions of con-

tracts, including resolution of problems concerning the obligations of the parties

- Terminating contracts by analyzing, negotiating, and settling claims and proposals
- Developing acquisition strategies and directing or managing acquisitions
- Formulating and administering policies and procedures to ensure achievement of Federal socioeconomic goals, such as those affecting small business, labor surplus areas and disadvantaged business firms
- Planning, establishing, or reviewing contracts, programs, policies, or procedures
- Providing staff advisory service in one or more of the specializations in this occupation (e.g. services, supplies, equipment, architect-engineering, construction, information technology or major systems)

GS-1101 General Services Officers with acquisition responsibilities also perform many of these functions as well.

DOS Grant Specialists award and administer assistance instruments (grants and cooperative agreements). The Federal Grants and Cooperative Agreement Act of 1977 distinguishes between grants and cooperative agreements based on the level of the Federal government's involvement in a particular project or transaction. Neither a grant nor a cooperative agreement may be used if the principal purpose is to acquire

supplies or services that accrue to the government. The only proper use of grants and cooperative agreements is to provide support to outside entities and individuals to carry out a program, which is statutorily authorized.

Grant Specialists perform grants management work such as evaluating applications for grants; executing awards; post award administration; providing technical advice and assistance and monitoring grantee progress. They are responsible for developing, implementing, and executing management activities associated with discretionary grant programs. The work may involve the most complex grants in the Department, which are characterized by large scale/long term grants, use of unique cooperative agreements, substantial involvement in the technical aspects of the grant programs, and use of considerable judgment in negotiation of grants involving large amounts of money. Grants Specialists are also responsible for award and administration of discretionary grants and cooperative agreements for the Department.

The following bureaus award grants and cooperative agreements: Educational and Cultural Affairs (ECA), Oceans and International Environmental Scientific Affairs (OES), Democracy, Human Rights and Labor (DRL) and International Narcotics and Enforcement Affairs (INL) to name a few.

The Acquisition Process

The acquisition process consists of the following seven phases:

1. Requirements Determination
2. Determination of Type of Contract
3. Determination of Contracting Method
4. Conducting Technical and Business Evaluation
5. Contract Award
6. Contract Administration, and
7. Contract Closeout or Termination.

Below is a brief description of what occurs during each phase:

1. Requirements Determination

The acquisition process begins with the program office's determination of requirements needed to accomplish the agency mission. At the earliest stages, the program office should coordinate with the Contract Specialist for advice and assistance. The program office is responsible for the initial determination that the requirement can or cannot be fulfilled from within the Government (such as from existing stock or in-house capability), conducting market research, preparing preliminary specifications or work statements, outlining delivery requirements, and assuring the availability of funds. The document transmitting this data to the contracting office is an acquisition request.

The Contract Specialist will then screen the acquisition request to assure its completeness for contracting purposes and develop an overall strategy designed to obtain the requirement in the most economical, timely, effective, and efficient manner. This strategy includes determining contract type, identifying source competence and selection, and contract administration. The

strategy may be simple or complex, depending on the circumstances of the particular requirement.

Typical requirements Contract Specialists process include:

- Supplies – both expendable and non-expendable items
- Services – both professional and non-professional
- Architect and Engineering – including studies, designs, construction documents, and master planning for facilities
- Construction – including construction, renovation, or repair of single offices to buildings to embassy compounds
- Information Technology and Telecommunications – including equipment and maintenance relating to computer software, hardware, telephones, radio, audio and visual equipment and services
- Major Systems – large acquisitions that combine two or more requirements such as a Department-wide IT system or embassy compound

2. Determination of Type of Contract

The next responsibility of the Contract Specialist is to determine the type of contract best suited to the requirement. A wide range of contract types are available that provide the Government with the flexibility needed in acquiring the large variety and volume of supplies and services required. Choosing the appropriate type of contract is essential to successful performance

under a contract. The type of contract determines how the risk for cost of performance is shared between the parties of a contract. Selection of the appropriate type for the particular acquisition is therefore essential.

Generally, contract types (by pricing structure) can be divided into two categories. The variety of contracts within each category can be viewed along a spectrum that represents cost risk. At one end of the spectrum are firm fixed price contracts, in which the contractor experiences maximum cost risk. At the other end of the spectrum are cost reimbursement contracts in which the Government incurs the greatest risk.

A brief description of the two categories of contracts follows:

- Fixed Price (FP) – This type of contract requires the contractor to successfully perform the contract and deliver conforming supplies or services for an agreed upon price that cannot be changed unless the Government subsequently modifies the contract.
- Cost reimbursement contracts allow for payment of all incurred costs, within a pre-determined ceiling, that can be allocated to the contract, provided the costs are allowable within cost standards, and reasonable.

Other types of contracts include:

- Labor-Hour/Time and Materials – This type of contract pays at fixed rates for services rendered and for materials at cost plus a handling fee.

- Letter Contracts – This type of contract is a preliminary instrument which permits a contractor to begin work when all of the contract terms and conditions have not been agreed upon. This type of contract is only used in circumstances of unusual and compelling urgency.
- Indefinite Delivery Contracts – There are three different types of indefinite delivery contracts – definite quantity, indefinite quantity, and requirements. In general, these contracts provide for delivery of goods or services upon the issuance of a delivery or task order as needs arise.

3. Determination of Contracting Method

After selecting the contract type, the Contract Specialist will then determine and negotiate the contracting method. The three types of methods of contracting are sealed bidding, negotiation and two-step sealed bidding.

Sealed bidding should be given first consideration and award will be based on price and price-related factors only.

Unlike in sealed bidding, negotiation procedures allow the acquisition of products or services to be based on factors other than just price. A negotiated acquisition permits discussion, persuasion, and flexibility to occur in order to reach a final agreement.

4. Conducting the Business Evaluation

Before a contract is awarded, the Contract Specialist must ensure that technical and business evaluations are conducted. The technical evaluation process includes making selections based on lowest price, technically acceptable proposals or best value. The program office is responsible for the technical evaluations under the guidance and direction of the Contracting Officer. The contracting office is responsible for the business evaluations, including but not limited to:

- Responsiveness of Bids – This term is generally applicable only to sealed bids. It consists of the determination that each bid meets all material requirements established by the solicitation document.
- Cost and Price Analysis – Price analysis is the process of examining and evaluating a prospective price without considering separate cost elements or profit. Cost analysis involves the detailed examination of the cost estimates submitted by offerors to determine the necessity and reasonableness of costs.

The nature and complexity of the acquisition, the method of acquisition and type of contract, and the prospective contractor's experience and past performance generally condition the scope of the business review. Information assistance in conducting the review is normally obtained from technical specialists, accountants/auditors, or others, as appropriate. After the technical and business evaluations are

completed the Contracting Officer or source selection authority (SSA) has the final responsibility for the selection of the contractor.

5. Contract Award

Once the bids/proposals are evaluated, the Contract Specialist must take the following actions:

- Ensure that the bids/offers do not contain any apparent mistakes.
- Determine that the selected vendor is responsible. This consists of assessment of the vendor's ability to perform the work, that they possess a satisfactory performance record, and are financially solvent. This involves the review of records of previous contracts, consulting the List of Parties Excluded from Federal Procurement and Nonprocurement Programs, and may involve an on-site preaward survey.

When the contract has been awarded, Contract Specialists may need to debrief unsuccessful offerors. Debriefing is the process of telling unsuccessful offerors why their offers were deficient, by describing significant weak or deficient factors in the offeror's proposal.

Contract Specialists may also be involved in protests. A protest is a written objection by an interested party to the award.

6. Contract Administration

Contract administration involves those activities performed by government officials after the contract has been awarded. The administration of a contract is the legal responsibility of the Contracting Officer who is the only person who may modify the contract or change a contractual commitment on behalf of the U.S. Government.

The contractor has primary responsibility for the timely and satisfactory performance of a contract. The Government monitors outstanding contracts to ensure satisfactory progress to assure compliance with terms and conditions of the contract, and to identify problems that threaten performance. Contract administration constitutes the primary part of the acquisition process that ensures the Government receives the supplies and services it pays for.

Contract administration includes:

- Monitoring a contractor's technical progress
- Receiving/inspection/acceptance
- Approving invoices for payment in accordance with contractual terms
- Controlling U.S. Government property
- Writing contract modifications
- Terminating a contract, if necessary
- Closing out the contract

Contract administration ends with the administrative actions taken at contract closeout after performance has been completed and the contractor has received final payment.

7. Contract Closeout or Termination

Once a contract has run its course through either the completion of services and/or any required deliverables or the term of the contract has expired, the Contracting Officer is responsible for closing out the contract in accordance with the FAR and applicable DoS regulations and procedures. Typically, this involves a bilateral agreement between the parties that verifies that the requirements of the contract have been met, all invoices have been paid, and the contractor attests that no further monies are due them under the contract.

The Government terminates contracts for a variety of reasons including the following:

- Budget and funding limitations
- Changes in an agency's mission, technological advances in the state-of-the-art
- Failure of the contractor to perform

The Government may terminate contracts for either the convenience of the Government or default of the contractor. Contract terminations may occur at any time during performance and may either be partial or complete terminations.

GS-1102 Qualification Standard and Mandatory Training Requirements

The new GS-1102 qualification standard establishes minimum education requirements for the Civil Service acquisition workforce. This standard imposes a positive educational require-

ment for all GS-1102 contracting positions. Qualified applicants for the GS-1102 positions, grades 5 through 12, must have a 4 year course of study leading to a bachelor's degree with a major in any field, or at least 24 semester hours in a specified combination of business disciplines. This training continuum does not eliminate those educational requirements. For current education and certification requirements, please refer to 6 FAH-6, *Acquisition Career Management Program Handbook*, at <http://arpsdir.a.state.gov/fam/06fah06/html>.

There are also mandatory training requirements for DoS Civil Service GS-1102 Contract Specialists to obtain Level I (entry-level/standard simplified acquisition), Level II (intermediate level) and Level III (senior level) Certifications. To maintain their certifications, employees are also required to complete a minimum of an additional 40 hours of training (classroom, conferences, and/or seminars) every two years. The *Acquisition Career Management Program Handbook* (referred to above) specifies the current mandatory courses for each certification.

The Department employs Contract Specialists, Cost and Price Analysts and Grants Specialists in the Washington, D.C. area. Most positions are in the Bureau of Administration, but there are a few Contract Specialist positions in functional bureaus and FSI. A number of Grants Specialist positions are also located in functional or regional bureaus. Civil Service General Services Officers are employed in several functional and regional bureaus.

Technical Competencies

The Department's subject matter experts have identified the following specific technical competencies to assist employees and managers in determining competency levels and staff development needs.

Analytical Skills – Ability to acquire and analyze financial and other data, narratives, and documents, discern relationships between numbers and trends, and communicate the results to a diverse audience including individuals within and outside the Department.

Business Advisor – Ability to advise customers on their acquisition-related roles as well as the development and implementation of strategies needed to assure that supplies and services are available when needed to meet mission requirements.

Business Knowledge – Ability to understand what the industry practices and standards are for the products, goods, or services you are buying. It includes the ability to investigate and research the current trends in the industry or profession in order to make the best informed decision.

Communication – Ability to advocate positions, communicate information and present ideas both orally and in writing to internal and external groups. Ability to publicize proposed acquisitions, prepare written solicitations and contracts, conduct oral solicitations, respond

to inquiries, conduct pre-quote, pre-bid and pre-proposal conferences, conduct and document negotiations with offerors, and respond to FOIA (Freedom of Information Act) requests as well as Congressional inquiries.

Computer Literacy – Knowledge of the Department of State's automated systems to process acquisition actions. Knowledge of office automation to prepare contract and grant documentation. Ability to navigate using the internet to conduct market research.

Contract Administration – Ability to administer contracts by ensuring compliance with the terms and conditions of contracts, including resolution of problems concerning the obligation of the parties.

Contract Documentation – Ability to prepare justification and approval memorandum, price negotiation memorandum and other documentation to support acquisition actions.

Contract Formation – Ability to prepare contract documents; understand and apply the applicable terms and conditions as part of formal contract documents.

Contract Termination and/or Closeout – Ability to analyze, negotiate and prepare Contracting Officer's decisions. Ability to terminate contracts when it is in the best interest of the Government. Ability to perform contract closeout.

Contract Type Determination – Applies knowledge of various contract types to identify and solicit the type of contract that will best mitigate and apportion expected risk.

Cost and Price Analysis – Understands and applies cost and price analysis techniques to determine reasonableness and realism of proposed prices or costs.

Customer Service – Ability to balance the interests of a variety of clients, readily readjust priorities to respond to pressing and changing client demands. Ability to anticipate and meet the needs of clients, to achieve quality end products and committed to the continuous improvement of services. Provides accurate and timely information and assistance to internal and external customers in a tactful, courteous and professional manner.

External Organizations – Knowledge of the role and impact of external organizations such as the Office of Management and Budget (OMB), the General Accounting Office (GAO) Boards of Contract Appeals, the General Services Administration (GSA), the Department of Labor (DOL), and Small Business Administration (SBA).

Federal Contract, Grants Management and Cooperative Agreements Law and Regulations – Ability to understand, interpret and apply public laws and principles relating to Federal acquisitions, grants and cooperative agreements. Knowledge of the Federal Acquisition Regulation (FAR), Department of State Acquisition Regula-

tion (DOSAR), OMB Circulars, Uniform Commercial Code, Comptroller General Decisions, and local directives. Understands federal appropriations law.

Grants Management – In addition to program management and program subject matter knowledge, understands concepts underlying Federal grants management and cooperative assistance agreements. Knowledge of appropriate OMB circulars. Ability to make determinations of the adequacy of an applicant's plans and cost proposals to accomplish project objectives, the extent of a grantee's compliance with programmatic and funding requirements as well as the quality and degree of a grantee's performance.

Management Controls – Knowledge of the laws, regulations, policies and procedures related to management controls. Ability to assess risk and implement appropriate internal/management control systems for program improvement and to preclude fraud, waste and mismanagement.

Market Research – Ability to analyze relevant market information from Government and non-government sources; analyze and provide business advice on the acquisition request; review and provide business advice in the preparation of requirements documents.

Negotiation Skills – Ability to establish pre-negotiation positions on price, cost reasonableness and cost realism by analyzing cost and technical data from the offeror and other sources; to develop pre-negotiation positions on terms and conditions other than price; and prepare negotia-

tion strategy. Ability to conduct and document negotiation sessions.

Performance-Based Contracting – Understands and applies knowledge of performance-based contracting, including performance work statements, performance standards and quality assurance surveillance plans.

Performance Management – Ability to monitor and document contract performance and take any necessary action related to delays in contract performance or the need to stop work under the contract. Ability to apply remedies to protect the rights of the Government under commercial item contracts, simplified acquisitions and non-commercial item contracts.

Project Management – Ability to apply knowledge, skills, tools, and techniques to project activities. It encompasses the planning, scheduling, and coordinating of a series of integrated tasks to successfully achieve stakeholder objectives. Ability to balance the competing demands of scope, time, cost, and quality,

stakeholders with differing needs and expectations; and identified requirements (needs) and unidentified requirements (expectations).

Property Management – Knowledge of Federal and DoS property management regulations.

Simplified Acquisition, Electronic Commerce and Commercial Items – Knowledge of federal contracting procedures to obtain vendor quotes and conduct price analysis for the issuance of acquisition actions. Understands the procedures for establishing Blanket Purchase Agreements for repetitive purchases. Understands and applies electronic procedures to advertise requests for quotations and conduct price analysis of offers received electronically.

Source Selection – Knowledge of the laws, regulations, and procedures on source selections to serve as the source selection official and to organize and brief the source selection panel on their respective roles and responsibilities.

Acquisition: Basic Level

At the basic level, education and training standards are designed to establish fundamental qualifications and expertise in an individual's job series or career field. Your development at this level establishes the foundation for your career progression and is designed to prepare you for positions of increasing responsibility. You must complete basic level courses, activities and standards before progressing to the next higher level.

At this level, you will be exposed to fundamental acquisition procedures and the roles of various support functions such as pricing, property administration and quality assurance. You will be expected to complete all educational and training requirements. Rotation through among a variety of functional offices (such as transportation and

property administration) may be possible and would help establish you to become a more versatile acquisition professional.

Interpersonal skills are important in this career field. As you progress through the continuum, you will work toward increasing your people and customer service skills. You will, therefore, take courses to develop your leadership, communication and interpersonal skills as well as your desktop software skills.

Note: Courses listed below relate to Level I, II or III certification course requirements for GS-1102, Contract Specialists. For current certification requirements, please refer to 6 FAH-6, *Acquisition Career Management Program Handbook*, at <http://arpsdir.a.state.gov/fam/06fah06.html>.

	Recommended Courses	Suggested Courses
Basic Level	<p>Orientation</p> <p>PN125 Orientation for Civil Service Employees (for new State Department employees)</p> <p>PS800 Cyber Security Awareness (distance learning; required to use OpenNet Plus)</p> <p>Acquisition</p> <p>FSI</p> <p>PA150 CFMS System Overview and Orientation</p>	<p>Acquisition</p> <p>Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum.</p> <p>FSI</p> <p>PA297 Purchase Card Self-Certification Training (distance learning)</p>

	Recommended Courses	Suggested Courses
Basic Level	<p>PA153 Requisition Documents PA360 Introduction to Supply Chain Management (distance learning)</p> <p>Defense Acquisition University (DAU), Management Concepts, Inc. (MCI), ESI International (ESI), Business Management Research Associates (BMRA)</p> <p>Courses for GS-1102 Certification</p> <p>CON237 Simplified Acquisition Procedures - L-I (DAU distance learning)</p> <p>CON101 Basics of Contracting – L-II (DAU distance learning) or Acquisition/Acquisition Planning I, Contract Formulation I and Contract Administration I – L-II (MCI) or Federal Contracting Basics, Source Selection: The Best-Value Process and Operating Practices in Contract Management – L-II (ESI) or Acquisition Planning I, Contract Formation I and Contract Administration I – L-II (BMRA)</p> <p>CON104 Principles of Contract Pricing A&B – L-II (DAU distance learning and classroom) or Price Analysis and Cost Analysis and Federal Contract Negotiation Techniques – L-II (MCI) or Contract Pricing and Negotiation Strategies and Techniques and Source Selection: The Best Value Process – L-II (ESI) or Price Analysis and Cost Analysis and Federal Contract Negotiation Techniques – L-II (BMRA)</p> <p>Other Acquisition Courses</p> <p>Best Practices in Performance-Based Service Contracting (ESI) or Performance Based Service Contracting (MCI or BMRA classroom or distance learning) Contracting by Sealed Bidding (MCI) or Sealed Bidding (BMRA) Specification Selection Application (DAU) or</p>	<p>PA375 ILMS Ariba Requester (distance learning) TBD Acquisition Desktop</p> <p>Defense Acquisition University (DAU), Management Concepts, Inc. (MCI), ESI International (ESI), Business Management Research Associates (BMRA), Graduate School, US Department of Agriculture (USDA)</p> <p>Courses for GS-1102 Certification</p> <p>IRM101 Basic Information Systems Acquisition L-III (DAU distance learning)</p> <p>Other Acquisition Courses</p> <p>Introduction to Federal Contracting (MCI) or Shaping Smart Business Arrangements (DAU) Advanced Simplified Acquisition Procedures (MCI) or Advanced Simplified Acquisition (BMRA) Federal Supply Schedule Contracting (ESI) Prompt Payment Act (USDA) Basic Software Acquisition Management (DAU distance learning)</p>

	Recommended Courses	Suggested Courses
Basic Level	<p>Acquisition of Commercial Items (MCI) or Contracting For Commercial Products and Services (ESI) or Awarding Contracts for Commercial Items and Administering Contracts for Commercial Items (BMRA) Simplified Acquisitions (ESI) or Simplified Acquisition Procedures (MCI) Basic Simplified Acquisition (BMRA)</p> <p>Grants Management FSI PY220 Introduction to Grants and Cooperative Agreements (classroom or distance learning) PY222 Monitoring Grants and Cooperative Agreements</p> <p>MCI and BMRA Uniform Administrative Requirements: OMB Circulars A-102 and A-110 (MCI) or Uniform Administrative Requirements for the Administration of Grants and Cooperative Agreements (BMRA) Cost Principles: OMB Circulars A-21, A-122, and A-87, and FAR 31.2 (MCI)</p> <p>Communication/Interpersonal* PA143 Customer Service Training PK240 Effective Speaking and Listening Skills</p> <p>Leadership and Management** PT129 Team Building</p> <p>Information Technology* FSI or FasTrac Distance Learning Equivalent PS218 OpenNet Plus and the Internet PS432 MS Word 2003 Level One PS470 MS Excel 2003 Level One PS498 Intro to MS Outlook 2003</p>	<p>Fundamentals of Overhead and Other Indirect Cost Rates (MCI) Information Technology (IT) Acquisition (MCI) or Contracting for Information Technology (BMRA)</p> <p>College or University Training: Courses in area of specialization</p> <p>Grants Management</p> <p>MCI Ethics in the Grants Environment</p> <p>Communication/Interpersonal* PK143 Proofreading PK146 Job Savvy: Skills for Workplace Success PK159 Drafting Correspondence</p> <p>Leadership and Management** PT251 Productively Managing Stress</p> <p>Information Technology* FSI or FasTrac Distance Learning Equivalent PS440 MS PowerPoint 2003 Level One PS450 MS Access 2003 Level One</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p>

	Recommended Courses	Suggested Courses
Basic Level	<p>Recommended Rotational Assignments</p> <p>Select from among the following:</p> <p>Bureau of Administration</p> <p>A/LM/AQM – Office of Acquisitions Management and Divisions</p> <p>A/LM/AQM/WWD – Worldwide Operations Division</p> <p>A/LM/AQM/IT – Information Technology Division</p> <p>A/LM/AQM/FDCD – Facilities Design and Construction Division</p> <p>A/LM/AQM/IP – International Programs Division</p> <p>A/SDBU – Office of Small and Disadvantaged Business Utilization</p> <p>Bureau with Contracting or Grants Management Authority</p> <p>Assignment length varies according to needs</p>	<p>Suggested Developmental Activities</p> <p>Read your Bureau Performance Plan and the Department's Strategic Plan</p> <p>Read professional journals/magazines such as <i>The National Contract Management Association Magazine</i>, <i>Government Computer News</i>.</p> <p>Shadow a higher graded employee for a few days</p> <p>Read laws, regulations, and other guidance applicable to your function (e.g. 6 FAM, 6 FAH, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Procurement Information Bulletins {PIBs})</p> <p>As time permits:</p> <p>Attend A/LM Academy sessions and take on-site NOVA courses</p> <p>Visit the A/OPE website at http://aope.a.state.gov/</p> <p>Attend workshops/seminars/conferences in the local area on professionally relevant topics such as the A/OPE annual Procurement Conference (see attached list of technical training resources)</p> <p>Visit websites of professional associations (see attached list of technical training resources)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts/customers in other federal agencies/organizations (e.g. DoD, GSA, USAID). Also invite colleagues to visit you.</p>

* Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>

*** Distance Learning Courses. For more information, visit <http://fsilearncenter.state.gov>

Acquisition: Mid-Level

At the mid-level, specialization is emphasized. You will expand your activities which may include on-the-job rotational assignments, with the length of time you spend in each generally increasing.

While specialization is emphasized at the beginning of this level, you will later begin to broaden your background toward a more general expertise in the overall processes of this career field. Development of the generalist normally involves establishing a good foundation of experience in your primary specialty, followed later by lateral movement to a related specialty. As an example, a Contract Specialist could be detailed or assigned to work in quality assurance or logistics management to provide a broader level of experience.

In addition to your technical training courses, intermediate and advanced courses in desk-top software applications are recommended. Since you may advance to a team leader or supervisory position, further course work in human resource management, communication, interpersonal and leadership and management skills is highly recommended.

Note: Courses listed below relate to Level I, II or III certification course requirements for GS-1102, Contract Specialists. For current certification requirements, please refer to 6 FAH-6, *Acquisition Career Management Program Handbook*, at <http://arpsdir.a.state.gov/fam/06fah06.html>.

	Recommended Courses	Suggested Courses
Mid-Level (See also course at earlier levels if not taken yet)	Acquisition FSI PA154 CFMS Miscellaneous Obligations PA215 Principles of Appropriation Law	Acquisition Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum. FSI PA137 Management Controls Workshop or PA164 Management Controls Workbook (self-study) PA154 CFMS Miscellaneous Obligations PA160 Domestic Administrative Officer Seminar PA169 Property Management for Custodial Officers PA173 Contracting Officer Representative Update PA178 Becoming a Contracting Officer's Representative or PA296 How to Be a Contracting Officer's Representative (distance learning)

	Recommended Courses	Suggested Courses
<p>Mid-Level</p> <p>(See also course at earlier levels if not taken yet)</p>	<p>Defense Acquisition University (DAU), Management Concepts, Inc. (MCI), ESI International (ESI), Business Management Research Associates (BMRA)</p> <p>Additional Courses for GS-1102 Certification</p> <p>CON210 Government Contract Law – L-II (DAU or MCI or ESI or BMRA)</p> <p>CON202 Intermediate Contracting L-III (DAU) or Acquisition Planning II, Contract Formulation III and Contract Administration II L-III (MCI) or Acquisition Planning II, Contract Formation II and Contract Administration II L-III (BMRA)</p> <p>CON204 Intermediate Contract Pricing L-III (DAU or MCI or ESI or BMRA)</p> <p>Other Acquisition Courses</p> <p>CON235 Advanced Business Solutions for Mission Support (DAU)</p> <p>Best Value Source Selection Using Tradeoffs (MCI) or</p> <p>Source Selection: The Best Value Process (ESI)</p> <p>Incentive Contracts (MCI or ESI)</p> <p>Evaluating a Contractor's Performance (MCI)</p>	<p>PA297 Purchase Card Self-Certification (distance learning)</p> <p>PA361 ILMS Ariba Approver (distance learning)</p> <p>PA374 ILMS Ariba Budget and Financial (distance learning)</p> <p>Defense Acquisition University (DAU), Management Concepts, Inc. (MCI), ESI International (ESI), Business Management Research Associates (BMRA), BAE, Technical Management Services (TMS). Graduate School, US Department of Agriculture (USDA)</p> <p>Additional Courses for GS-1102 Certification</p> <p>CON243 Architect-Engineer Contracting – L-III (DAU) or Architect-Engineer Service Contracting – L-III (MCI) or Contracting for Architect and Engineering Services – L-III (BMRA)</p> <p>CON244 Construction Contracting – L-III (DAU or MCI or ESI or BMRA)</p> <p>Other Acquisition Courses</p> <p>CON205 Advanced Contract Pricing (DAU)</p> <p>CON236 Contractual Aspects of Value Engineering (DAU)</p> <p>IRM201 Intermediate Information Systems Acquisition (DAU)</p> <p>Using Oral Presentations in Source Selection (MCI)</p> <p>Terminating Contracts (MCI) or</p> <p>Contract Disputes and Terminations (ESI)</p> <p>Changes Under Government Contracts (MCI)</p> <p>Contract Claims (MCI)</p> <p>OMB Circular A-76: Performance of Commercial Activities (MCI) or</p> <p>Implementing OMB Circular A-76 (ESI) or</p> <p>The A-76 Comprehensive Overview Workshop (BAE) or</p> <p>A-76 Process Overview (TMS)</p> <p>A-76 Contracting Office Role (TMS) or</p> <p>A-76 and the Acquisition Office (BAE)</p>

	Recommended Courses	Suggested Courses
<p>Mid-Level</p> <p>(See also course at earlier levels if not taken yet)</p>	<p>Grants Management FSI PY223 Federal Grants Update</p> <p>MCI Federal Assistance Law</p>	<p>OMB Circular A-76: Calculating Competition Costs Using COMPARE (MCI) or A-76 Process Overview with COMPARE (BAE) OMB Circular A-76: Developing the Agency Tender (MCI) or Agency Tender Overview (BAE) or MEO Development (BAE) or The Most Efficient Organization Study Workshop (TMS) Contract Claims (MCI) Contract Property Administration and Disposition Fundamentals (DAU) or Administration of Contract-Held Property (MCI) Administration of Cost-Reimbursable Contracts (MCI) or Managing Cost-Reimbursement Contracts (ESI) Construction Claims (MCI) Task Order Contracting (ESI) or Task Order Contracts (BMRA) Performance Based Service Contracting: Writing Statements of Work (ESI) or Writing Performance Work Statements (MCI) or Writing Performance-Oriented Statements of Work (USDA) Service Contract Act Overview (MCI) Contract Closeout (MCI) Advanced Contract Administration (ESI) Cheaper, Faster, Better Contracting (ESI) GWACs, IDIQ Contracts and Schedules (ESI) Accounting for Non-Accountants (USDA) Fundamentals of Cost Accounting Standards I & II (DAU) or Federal Accounting Standards (USDA) or Understanding the Cost Accounting Standards (ESI)</p> <p>College or University Training: Courses in area of specialization</p> <p>Grants Management</p> <p>MCI Evaluating Federal Funds Management Capabilities of Recipients and Subrecipients Cooperative Agreements and Substantial Involvement Audit of Federal Grants and Cooperative Agreements</p>

	Recommended Courses	Suggested Courses
<p>Mid-Level</p> <p>(See also course at earlier levels if not taken yet)</p>	<p>Communication/Interpersonal*</p> <p>PA123 Managing Customer Service PK240 Effective Speaking and Listening Skills PK241 Writing Effective Letters and Memos</p> <p>Graduate School, US Department of Agriculture (USDA)</p> <p>Briefing Techniques or Speaking with Confidence</p> <p>Leadership and Management**</p> <p>PK245 Basic Leadership Skills** PK246 Employee Relations PT107 EEO/Diversity Awareness for Managers and Supervisors PT215 Team Leadership Workshop PT216 Seven Habits of Highly Effective People PT253 Negotiation Skills for Managers</p>	<p>Grants and GPRA: A Performance-Based Approach to Federal Assistance</p> <p>FasTrac Distance Learning Project Management Courses</p> <p>SkillSoft Professional Project Management Professional Project Management Fundamentals* Project Procurement Planning* Project Scope Management* Project Cost Management* Project Human Resource Management* Project Quality Management* Project Communication Management* Project Integration Management* Project Risk Management*</p> <p>* PMBOK 2000 aligned – courses for PMI certification</p> <p>NetG Project Management Essentials Series Project Management Series Advanced Project Management Series Project Leadership Series</p> <p>Communication/Interpersonal*</p> <p>PD520 Visual Aid Basics</p> <p>Graduate School, US Department of Agriculture (USDA)</p> <p>Clear Writing Through Critical Thinking Writing for Results</p> <p>Leadership and Management**</p> <p>PT205 Performance Management Seminar PT206 Managing Change PT208 Managing State Projects PT211 Coaching PT212 Creative Problem Solving PT214 Managing Conflict Productively PT217 Running Effective Meetings Workshop PT218 Leading in a Diverse Workforce PT252 Managing Up: Working Effectively With Your Manager</p>

	Recommended Courses	Suggested Courses
Mid-Level (See also course at earlier levels if not taken yet)	Information Technology* FSI or FasTrac Distance Learning equivalent PS280 Introduction to MS Project 2000 PS433 MS Word 2003 Level Two PS471 MS Excel 2003 Level Two	Information Technology* FSI or FasTrac Distance Learning equivalent PS441 MS PowerPoint 2003 Level Two PS451 MS Access 2003 Level Two PS418 Web Development Fundamentals <div> Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet. </div>
	Recommended Rotational Assignments Select from among the following: Bureau of Administration A/LM/AQM – Office of Acquisitions Management and Divisions A/LM/AQM/WWO – Worldwide Operations Division A/LM/AQM/IT – Information Technology Division A/LM/AQM/FDCD – Facilities Design and Construction Division A/LM/AQM/IP – International Programs Division A/LM/OPS – Office of Logistics Operations and Divisions A/LM/PMP – Office of Program Management and Policy and Divisions A/OPE – Office of the Procurement Executive A/SDBU – Office of Small and Disadvantaged Business Utilization Bureau with Contracting or Grants Management Authority Assignment length varies according to needs	Suggested Developmental Activities Read your Bureau Performance Plan and the Department's Strategic Plan Read professional journals/magazines such as <i>The National Contract Management Association Magazine</i> , <i>Government Computer News</i> . Shadow a higher graded employee for a few days Read laws, regulations, and other guidance applicable to your functional area (e.g. 6 FAM, 6 FAH, Federal Acquisition Regulation {FAR}, Department of State Acquisition Regulation {DOSAR}, Procurement Information Bulletins {PIBs}) Apply for a Career Development Program such as the USDA Executive Leadership Program for Mid-Level Employees or a Congressional Fellowship**** Apply for along-term training opportunity or an OPM Residential Seminar**** Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate**** As time permits: Attend A/LM Academy sessions and take on-site NOVA courses

	Recommended Courses	Suggested Courses
		<p>Visit the A/OPE website at http://aope.a.state.gov/</p> <p>Attend workshops/seminars/conferences on professionally relevant topics such as the A/OPE annual Procurement Conference (see list of technical training resources)</p> <p>Visit websites of professional associations (see list of technical training resources)</p> <p>Go on informal visits (individually or with your supervisor or co-workers) to meet counterparts/ customers in other federal agencies (e.g. DoD, GSA, USAID). Also invite colleagues to visit you.</p>

* Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PK245, Basic Leadership Skills, is a mandatory course for GS-13 employees.

*** Distance Learning Courses. For more information, visit <http://fsilearncenter.state.gov>

**** More information follows after this section on *Training for Specific Series and Job Functions*

Acquisition: Senior Level

You should have completed all the mandatory education and training requirements by the time you reach the senior level of the acquisition career field. You should also have advanced through a career progression that has given you in-depth knowledge in the functional areas and knowledge across the entire acquisition process. At this level, you will begin to acquire advanced acquisition education and training that is impera-

tive for a broader perspective. Equally important, the need to further develop your leadership and management skills become critical. You should review and select leadership and management courses for this level and those that you may not have taken at the mid-level.

	Recommended Courses	Suggested Courses
Senior Level (See also course at earlier levels if not taken yet)	Acquisition ESI International (ESI), Business Management Research Associates (BMRA) Advanced Acquisition Issues Workshop (ESI) or Executive Seminar in Acquisition (BMRA)	Acquisition Select courses, based on your series and work assignments, from the courses below and list of training resources located after the senior level training continuum. Defense Acquisition University (DAU), BAE, ESI International (ESI), Management Concepts, Inc. (MCI), Business Management Research Associates (BMRA), Technical Management Services (TMS) Advanced Information Systems Acquisition (DAU) Contemporary Approaches to Acquisition in the Information Age (DAU) Advanced Federal Contract Law (MCI) or Advanced Contract Law (BMRA) Preliminary Planning and A-76 Strategy Development (TMS) or Preliminary Planning (BAE) Advanced Source Selection (ESI) Contracting with Foreign Governments and International Organizations (ESI) or International Contracting (ESI) Subcontract Management (ESI)

	Recommended Courses	Suggested Courses
Senior Level (See also course at earlier levels if not taken yet)	<p>Communication/Interpersonal*</p> <p>Graduate School, US Department of Agriculture (USDA) Advanced Briefing Techniques</p> <p>Leadership and Management** PP204 Congressional Relations PT133 Senior Executive Threshold Seminar** PT207 Intermediate Leadership Skills** PT210 Advanced Leadership Skills** PT213 Starting Right: A Seminar for Program Directors PT221 Four Roles of Leadership PT224 Influence by Design</p> <p>For GS-15 and above: PT300 Leader as Facilitator PT301 Appearing Effective in the Media PT302 Testifying Before Congress PT303 Crisis Leadership PT304 Deputy Assistant Secretary as Leader PT305 Executive as Coach and Mentor</p> <p>Information Technology* Courses not taken at the mid-level as desired</p> <p>Recommended Rotational Assignments</p> <p>Select from the following:</p> <p>USAID – Agency for International Development</p> <p>DoD – Department of Defense</p> <p>GAO – General Accounting Office</p>	<p>Communication/Interpersonal* PY126 Speechwriting and Presentation Skills</p> <p>Leadership and Management** PD529 Strategic Planning and Performance Measurement (distance learning) PT209 Executive Overview to Managing State Projects PT218 Leading in a Diverse Workforce</p> <p>General Services Administration (GSA) STAR (Strategic and Tactical Advocates for Results) – One-week residential seminar focusing on program and project management, leadership, security, technology, government and capital planning.</p> <p>Information Technology* Courses not taken at the mid-level as desired</p> <p>Take some distance learning courses through FSI's FasTrac Program. For a course catalog or to enroll, visit http://fsi.state.gov/fastrac on the OpenNet.</p> <p>Suggested Developmental Activities</p> <p>Volunteer for a Departmental Task Force</p> <p>Apply for a Career Development Program such as the USDA Executive Potential Program, a Congressional Fellowship, or the Council for Excellence in Government Fellows Program***</p> <p>Apply for a long-term training opportunity or an OPM Residential Seminar***</p>

	Recommended Courses	Suggested Courses
Senior Level (See also course at earlier levels if not taken yet)	GSA – General Services Administration OMB – Office of Management and Budget Intergovernmental Personnel Act assignment (For information, visit http://www.opm.gov/programs/ipa/index.asp) Assignment length varies according to needs	Apply for the Civil Service to Foreign Service Hard-to-Fill Program, a TDY, or excursion tour to an overseas embassy or consulate*** Attend an annual professional conference (see list of technical training resources)

* Employees who are located outside of the Washington, D.C. metropolitan area may find it more cost effective to take equivalent courses from the Graduate School, USDA, colleges or universities or private vendors in their local area through the FSI External Training Program. Contact the FSI Registrar's Office at (703) 302-7145.

** For a more comprehensive list of courses, see *The Leadership and Management Training Continuum* <http://fsi.state.gov/fsi/lms/docs/LMSContinuum.pdf>. Please note that PT207, Intermediate Leadership Skills, is a mandatory course for GS-14 employees. PT210, Advanced Leadership Skills, is a mandatory course for GS-15 employees. PT133, Senior Executive Threshold Seminar, is a mandatory course for new Senior Executive Service (SES) employees.

*** More information follows after this section on *Training for Specific Series and Job Functions*

TECHNICAL TRAINING RESOURCES

The following is a list of professional organizations and public and private vendors that provide training courses, workshops, conferences and/or publications of interest to employees in this occupational family. The list is not meant to be all inclusive nor is it an endorsement of any of the vendors.

We encourage you to browse the websites below and take advantage of the opportunities they provide to develop new skills or enhance current skills.

Acronym	Organization	Website
BAE	BAE Systems	http://www.mevatec.com/Services/FinanceMgmt/Training.shtml
BMRA	Business Management Research Associates	http://www.bmra.com
DAU	Defense Acquisition University	http://www.dau.mil
ESI	ESI International	http://www.esi-intl.com
GAO	General Accounting Office	http://www.gao.gov
GSA	General Services Administration	http://www.gsa.gov
ITAA	Information Technology Association of America	http://www.itaa.org
	KnowNet	http://www.knownet.hhs.gov
MCI	Management Concepts, Incorporated	http://www.managementconcepts.com

Acronym	Organization	Website
NAPM	National Association of Purchasing Management (now called Institute for Supply Management – ISM)	http://www.napm.org
NCMA	National Contract Management Association	http://www.napm-ncma.org
NGMA	National Grants Management Association	http://www.ngma-grants.org
NIGP	National Institute of Government Purchasing, Inc.	http://www.nigp.org
OFPP	Office of Federal Procurement Policy Office of Management and Budget (OMB)	http://www.whitehouse.gov/omb/procurement/index.html
PI	Performance Institute	http://www.performanceweb.org
PMI	Project Management Institute	http://www.pmi.org
SCEA	Society of Cost and Estimating Analysis	http://www.sceaonline.net
SOLE	International Society of Logistics Engineers	http://www.sole.org
TAI	Treasury Acquisition Institute U.S. Department of the Treasury	http://www.procurement.irs.treas.gov/tai
TMS	Technical Management Services	http://www.tmsworkshops.com
USDA	Graduate School US Department of Agriculture	http://www.grad.usda.gov